

Result-Based Management, and Result – Based Monitoring and Evaluation (RBME) in R&D

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6/27/2020 ,11:23:35 PM Engr. Ramon L. Pitao, Jr.

RBM

UNDERSTANDING RESULT-BASED MANAGEMENT

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Principles

- ▶ Results-based management (RBM) is a broad management approach **whose core focus is achieving results.**

IN RBM, one...

“DO NOT CONFUSE
MOVEMENTS

WITH **RESULTS**”

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What is result-based management?

A management approach to which all actors ensure that their processes, product and services **contribute to the achievement of desired results:**

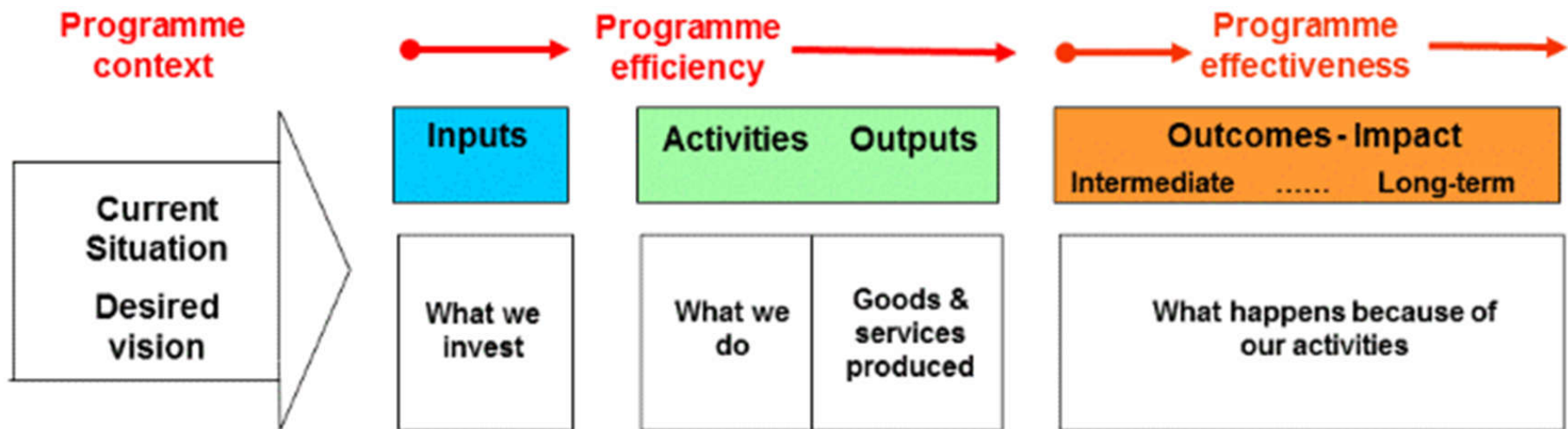
1. Outputs
2. Outcomes
3. Goals/Impact

Why RBM?

- ▶ Shift focus towards **results** instead of **activities**
- ▶ **Improve** accountability
- ▶ **Better** outcomes/results for end users/communities

Successful RBM depends on:

- Well defined Logical Model/Results Chain/Result F



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Successful RBM depends on:

► Performance Monitoring

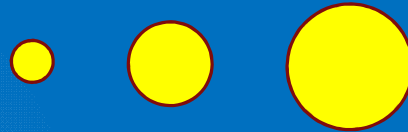
- ❖ To measure how well results are being achieved (monitoring progress toward the goal)

Successful RBM depends on:

- **Feedback Loops/Data Flow**
 - ❖ To ensure that learning is acted upon

Inputs and Activities

- ▶ Money
- ▶ Time
- ▶ Staff
- ▶ Materials
- ▶ Equipment
- ▶ Technology



What will you
do with these
to produce
something
useful

Outputs

- ▶ Outputs are the **products, capital goods** and **services** that are produced by an intervention, including changes arising from the intervention that are relevant to the achievement of outcomes.
- ▶ Outputs -are the results that **can be guaranteed** by the project. They are the most immediate effects of an activity, the results over which you have most control.

Example: 14 demonstration farms established

Five training conducted, 100 farmers trained on....

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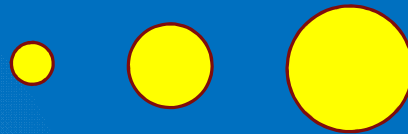
DOST's 6Ps Outputs in R&D

- ▶ Product, process and services
- ▶ Publication
- ▶ People
- ▶ Protected Technology/IPs
- ▶ Place and partnership
- ▶ Policy

Outputs and Outcome

6Ps of outputs

- Product, process and services (coconut dryer... and Broochetana ...)
- Publication
- Protected technology/IPs
- People
- Place and partnerships
- Policy (Parrot fish... and Municipal waste...)



What will
change from
having these
outputs

Outcomes

- ▶ Outcomes are the result of utilization of goods and services. **Change we like to have** (condition, attitude/behavior)
- ▶ Outcomes are the **anticipated achievement(s)** of the project. You have **less control** over outcomes than over outputs, but they are essential because they represent the changes you are trying to bring about in your work.

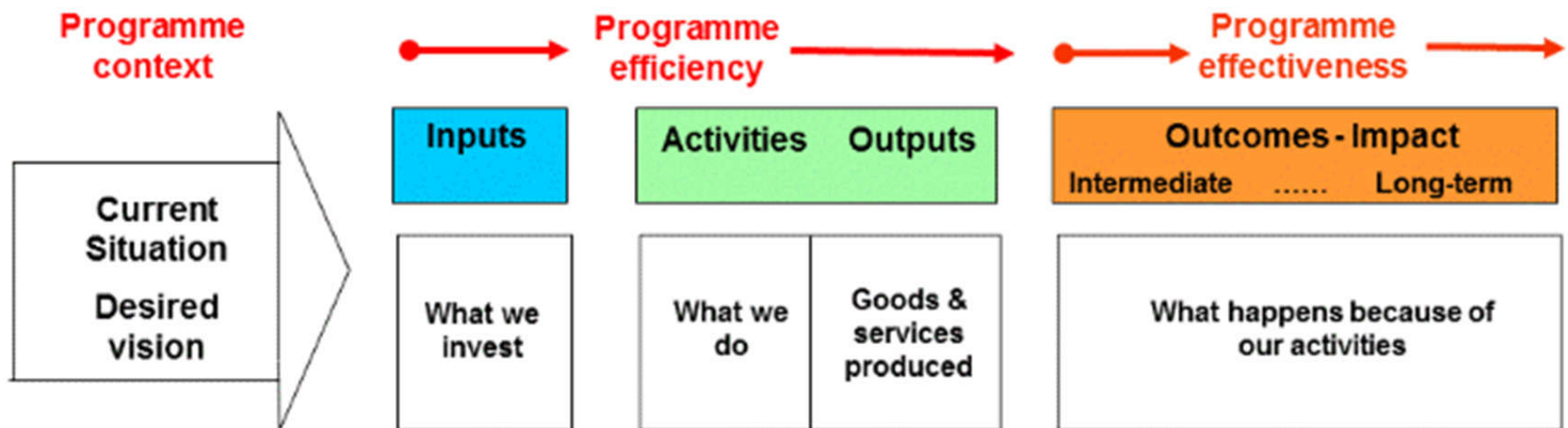
Example: **Increased** capacity (households **are able to meet** their food needs in terms of quality and quantity at all times), **Improved** knowledge and skills on ...

Impacts

- ▶ Impacts are the long-term effects of an intervention, be they positive or negative, direct or indirect, intended or unintended.
- ▶ Impacts are the third level of results. They make up the “big picture” of the changes that you are working towards but that your activities alone may not achieve.
- ▶ Impacts represent the underlying goal of your work and justify the intervention.

Example: **Poverty alleviation, food security, environment conservation**

- Logical Model/Results Chain/Result Framework

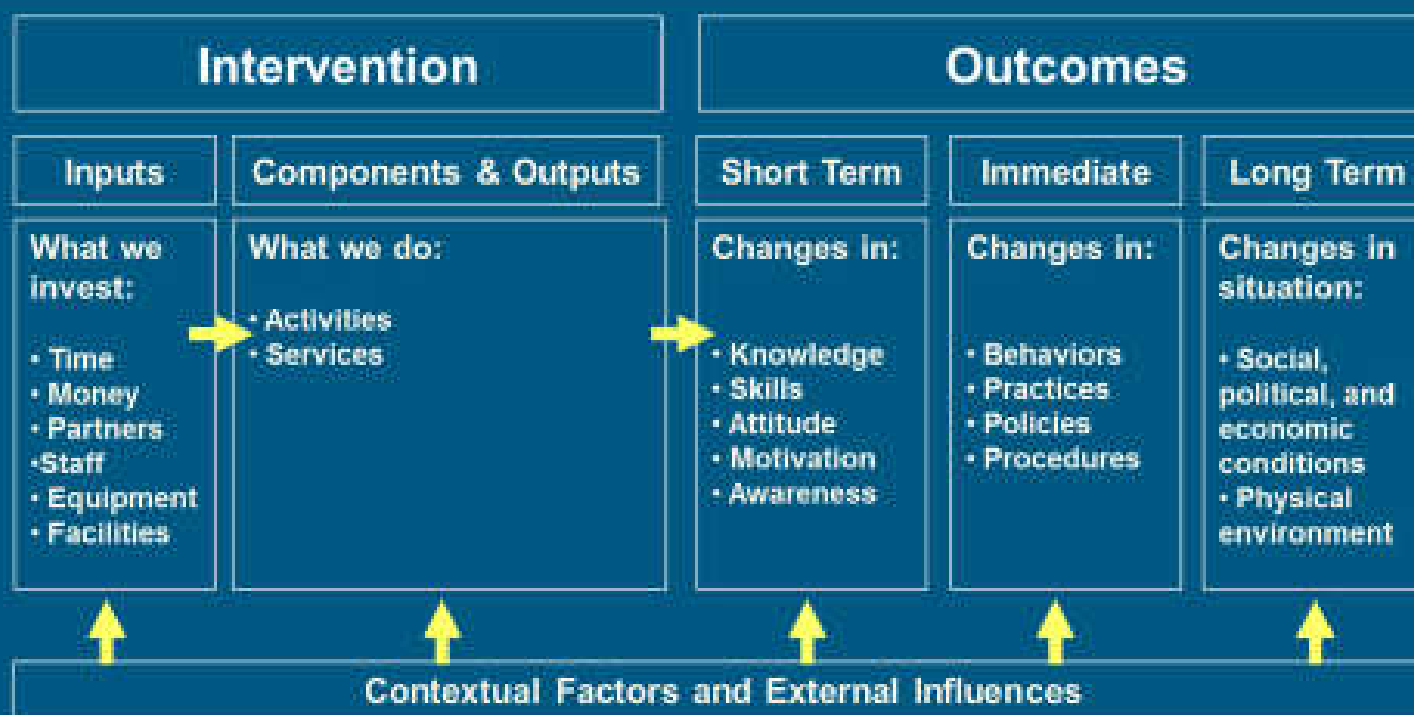


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Elements of a Basic Logic Model



Adapted from McCawley, PF. The logic model for program planning and evaluation. University of Idaho Extension. Available at: <http://www.uiweb.uidaho.edu/extension/LogicModel.pdf>.

Outcome and Impact

OUTCOME: changes in capacity, behavior, practices and performance		IMPACT: change in condition and well being
Knowledge	Behavior	Empowerment
Skills	Practice	Safety
Attitude	Social action	Health
Willingness	Decision making	Freedom
Opinion	Policy making	Quality of life
Awareness	Efficiency	Prosperity
Aspiration	Effectiveness	Living condition
Motivation	Viability	Well being
		Human dignity
		Security (economic, food, environmental, personal, community etc

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Definition: What is a logic model?

- A graphical depiction that shows:
 - Necessary resources and inputs
 - Intervention activities and processes
 - Intermediate and ultimate outcomes of the intervention and the pathways through which it produces those outcomes
 - Interrelationships among intervention components
 - Contextual factors that may influence the intervention's ability to produce results
- Shows the links in the chain of reasoning about “what causes what”
- Can vary in complexity and take many forms

Purposes and users of logic models

- Facilitate understanding of multi-faceted interventions
- Clarify goals and conceptual gaps
- Track progress and changing needs
- Guide choice and timing of process and outcome measures
- Provide a framework for interpreting results

Planners	Implementers	Evaluators
✓	✓	✓
✓	✓	✓
	✓	✓
		✓
		✓

Logical framework and Logic model

Logical Framework

- | | | |
|--------------|------------|------------|
| ▶ Goal | | |
| ▶ Purpose | Observable | |
| ▶ Output | Verifiable | Assumption |
| ▶ Activities | Indicator | |
| ▶ Input | | |

Logic Model

- ▶ Impact
- ▶ Outcome
- ▶ Output
- ▶ Activities
- ▶ Input

Result
Framework
including
key
indicators

Risk
Registry

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Input	Activities	Output	Short –term Outcome	Intermediate Outcome	Impact
AT time Training module Resource Person Grant/funds Logistics	Conduct of Training	# of training conducted	Increased Knowledge and skill	Increased productivity	Food and Nutrition Security
	Establishment of Nurseries	#of nurseries established			
	Establishment of Demo-Farms	# of demo-farm established	Increased capacity		
	Provision of Farm Implements	List of farm Implements provided	Value addition activity/ Increased market integration	Increased profitability	
	Provision of Processing Equipment	List of processing equipment provided			
	Establishment of Post harvest Facilities	List or # of PH facility constructed	Reduced wastage		

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Advantages of Logic Models

- Maintain a focus on intervention process and context
- Balance brevity and complexity in data collection and analysis
- Highlight systems change and interactions
- Adapt to interventions of any scale

Limitations of Logic Models

- Might oversimplify reality
- Involve balancing depth and detail
- Require mid-course review
- Could inhibit creative thinking
- Must be combined with other tools



RBME

Understanding Monitoring and Evaluation in RBM

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What is the difference between RBME and traditional M&E?

- ▶ Traditional M&E measures and reports **implementation of activities** and status of results (**activity-oriented**).
- ▶ RBME measures and reports **results** from activities conducted (**result-oriented**). Measures and reports **results to produce results**.

RBME in a nutshell

- ▶ **Monitoring**-continuous process of collecting and analyzing information **how well a project/program is being implemented against expected results**
- ▶ **Evaluation**-is an assessment of a planned or on-going intervention **to determine its relevance, efficiency, effectiveness, impact and sustainability**

RBME in a nutshell

- ▶ **Monitoring and evaluation** are important factors in **performance management**.
- ▶ RBME - done to assess the performance of an institution, program or a project, **on the basis of benefits** and **impacts** that the institution or project/program is expected to produce.

Example:

Input	Activity	Output	Outcome	Impact
XXX	XXX	XXX		
EVIARC-Sweet jackfruit grafted seedling, "Davao selection" cardaba banana,	Extend material assistance /Distribute planting materials	<u>XXX</u> grafted jackfruit seedlings and <u>XXX</u> banana suckers distributed, planted and surviving	Increased production, productivity and quality/marketa bility of produce	Poverty alleviation
XXX	XXX	XXX		
XXX	XXX	XXX		
XXX	XXX	XXX	XXX	Food security
XXX	XXX	XXX	XXX	

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Performance Monitoring framework for ASAP Project

Activities	Output	Target	% Accomplishment
Consultation with the stakeholders (growers, mayor, municipal agriculturists) of the selected sites	Agreement on “specific sites and project(s) to pursue	8 consultations	50%
Orientation of growers and agriculturists of the town/city	List of potential cooperators/adoptors	Lists from four municipalities 1 Training for ATs of 4 municipalities/2 Technicians/site	100%
Recruitment and Training of staff	Trained project staff	Completed enrollment forms from 4 municipalities	100%
Development of documentation and benchmarking instruments	Project enrollment form and benchmarking instrument	4 MOA signed by respective mayors of the selected municipalities	100% for enrollment 0 for benchmarking data
Presentation to the SB of LGUs and Signing of memoranda of agreements with the mayors.	Signed memoranda of agreements		

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Performance monitoring framework of project Development of “Fruit Basket” (Baybay City, Hilongos, Mahaplag and Abuyog, Leyte) in Leyte 5th District

Activities	Output	Target	% accomplishment
Recruitment of cooperators/enrollment to the project	List of cooperators/growers	4 lists	100%
Training of growers	Trained growers		
Procurement of planting materials	Planting materials necessary for the project	Trained participating growers of Baybay	25%
Distribution	Distributed and planted fruit trees and makapuno		25% (delay due to government procurement system)
Monitoring and evaluation	Monitoring of data and enforcement of contract		(has begun distribution for planting materials procured through gov't-gov't mode)

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RBME is designed to tell us..
whether we are **doing the right things** and
not just whether we are **doing the things right**

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